

E. OFFICE DEPENDENCE UPON SKILLS LEVELS POSSESSED BY STENOS ON DUTY

1. Number of qualified stenos that could be replaced by typists or other clericals having no shorthand or speed under 20 words a minute.
  - a. \_\_\_\_\_ Number that could be replaced with no disruptions or only minor disruptions in office activities or misutilization of professional personnel.\*\*
  - b. \_\_\_\_\_ Number that could be replaced with only occasional office disruptions or misutilization of professional personnel.
  - c. \_\_\_\_\_ Number that could be replaced only with serious office disruptions or misutilization of professional personnel.
2. Number of qualified stenos that could be replaced by typists or other clerical personnel having limited shorthand ability (20 words or more a minute).
  - a. \_\_\_\_\_ Number that could be replaced with no disruptions or only minor disruptions in office activities or misutilization of professional personnel.
  - b. \_\_\_\_\_ Number that could be replaced with occasional office disruptions or misutilization.
  - c. \_\_\_\_\_ Number that could be replaced with serious office disruptions or misutilization.

\*\* Misutilization refers here to the manual or longhand preparation of materials by officers who in fact would otherwise dictate.

F. VOLUME OF SHORTHAND AND TYPING SKILLS TRAINING GIVEN TO CLERICAL EMPLOYEES DURING FY 1972

Type of Training	Number of Employees	Initiated By:		Reason		
		Employee	Office	Improve in Present Job	Take on New Job	Other
Typing						
Shorthand						

## II. PROFESSIONAL UTILIZATION

### A. NUMBER OF PROFESSIONAL POSITIONS AND INCUMBENTS

	Total	GS-05	GS-06	GS-07	GS-08	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	GS-16	GS-17	GS-18	PL&EP
Professional Positions (As of _____)																
Incumbents (As of _____)																
Professional																
Technical																
Clerical																
Military																
Other																
No. Employees over or under Positions (+ or -)																
Professional Personnel Not Incumbering Profes- sional Positions (Dev. Comp., etc.)																

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B. NUMBER OF GS PERSONNEL OVER OR UNDER GRADE OF POSITION

Number of Positions	Total	GS-07	GS-08	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	GS-16	GS-17	GS-18
No. of Incumbents in Grades Higher than Grades of Positions Occupied													
1 Grade over Position													
2 Grades over Position													
3 or More Grades over Position													
No. of Incumbents in Grades Lower than Grades of Positions Occupied													
1 Grade Less than Position													
2 Grades Less than Position													
3 or More Grades Less than Position													

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C. NUMBER OF EMPLOYEES WHO INTERNALLY CHANGED FROM NON-PROFESSIONAL TO PROFESSIONAL STATUS  
DURING 1972 AND PREPARATION FOR TRANSFER

Category Changed From	Preparatory or Job Orientation Relevant to New Assignment and Status Change			
	None	1-5 Days	5-10 Days	Over 10 Days
Technical				
Clerical				
Military				
Wage Board				
Contract				

D. NUMBER OF GS PROFESSIONALS PROMOTED IN FY 1972  
WITH AND WITHOUT CHANGE IN RESPONSIBILITY

	Total	GS-07	GS-08	GS-09	GS-10	GS-11	GS-12	GS-13	GS-14	GS-15	GS-16	GS-17	GS-18
No Change in Position or Responsibility													
Change in Position; No Change in Responsibility													
Higher Responsibility (with or without Change in Position)													

E. DOES THE CAREER SERVICE HAVE A CENTRAL PROCEDURE FOR PERIODICALLY DETERMINING IF PROFESSIONALS ARE BEING FULLY UTILIZED AND USING THEIR SKILLS, OR DOES IT RELY UPON SUPERVISORS TO HANDLE? IF THE FORMER, HOW IS THIS DONE, WHO DOES IT AND WHAT RESULTS WERE OBTAINED IN FY 1972?

F. IF THE CAREER SERVICE HAS A SYSTEM FOR ASCERTAINING WHICH YOUNG OFFICERS (3 YEARS OR LESS OF AGENCY EMPLOYMENT) WOULD LIKE A DIFFERENT ASSIGNMENT MORE COMPATIBLE WITH THEIR INTERESTS AND CAPABILITIES, PLEASE DESCRIBE. WHAT WAS THE VOLUME OF SUCH REASSIGNMENTS IN FY 1972; DID THE EMPLOYEES OR THE CAREER SERVICE LARGELY ORIGINATE THEM; AND WHAT WAS THE PERCENTAGE OF ACTIONS TAKEN VERSUS REQUESTS MADE?

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G. OTHER THAN FITNESS REPORT DISCUSSIONS AND REVIEWS OF POSITION DESCRIPTIONS, DOES THE CAREER SERVICE HAVE A SYSTEM FOR TELLING EACH PROFESSIONAL WHAT IS BASICALLY EXPECTED OF HIM IN THE PERFORMANCE OF HIS JOB (RELATIVE TO OFFICE PRIORITIES, FUNCTIONAL STANDARDS, TIME FRAMES, ETC.)? IF SO, HOW IS THIS DONE?

H. DESCRIBE ANY PROGRAM CAREER SERVICE MAY HAVE FOR SYSTEMATICALLY IDENTIFYING INDIVIDUAL EMPLOYEES WHO PERSONALLY NEED SPECIFIED SKILLS TRAINING TO IMPROVE THEIR ACTUAL PRODUCTIVITY OR EFFECTIVE PERFORMANCE IN THEIR CURRENT JOBS OR JOBS IN THE OFFICE (EXCLUDE IN YOUR ANSWER ANY GENERAL FUNCTIONAL OR MANAGERIAL TRAINING THAT ANYBODY IN THE CAREER SERVICE COULD PROFIT FROM TAKING). IS MOST OF THIS KIND OF TRAINING INSIDE OR OUTSIDE THE CAREER SERVICE? IS MOST OF THIS KIND OF TRAINING INITIATED BY CAREER SERVICE OR THE EMPLOYEES CONCERNED?

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<b>OFFICIAL ROUTING SLIP</b>					
TO	NAME AND ADDRESS		DATE	INITIALS	
1	Director of Personnel 5 E 56 Headquarters				
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3					
4					
5					
6					
ACTION		DIRECT REPLY		PREPARE REPLY	
APPROVAL		DISPATCH		RECOMMENDATION	
COMMENT		FILE		RETURN	
CONCURRENCE		INFORMATION		SIGNATURE	
<b>Remarks:</b>  As discussed herewith are the pieces which [REDACTED] and I did in response to a request by the A-DD/S for a chronological accounting of all memoranda flowing between the Dir-Compt. and OTR and OP on the subjects of executive development, PMMP, APP, and management training and leadership development. It is my surmise that the DD/S is withholding action on PMMP until such time as he receives these papers and has a chance to assimilate the current status of the several issues that have been raised over the past few weeks.					
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FROM: NAME, ADDRESS AND PHONE NO.				DATE	
Chief, Plans Staff - 626 C of C - x3383				14 Sep 72	
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